Final Report

Research and Analysis to Explore the Service Effectiveness and Sustainability of Community Managed Libraries in England

May 2017

On behalf of:

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SERIO

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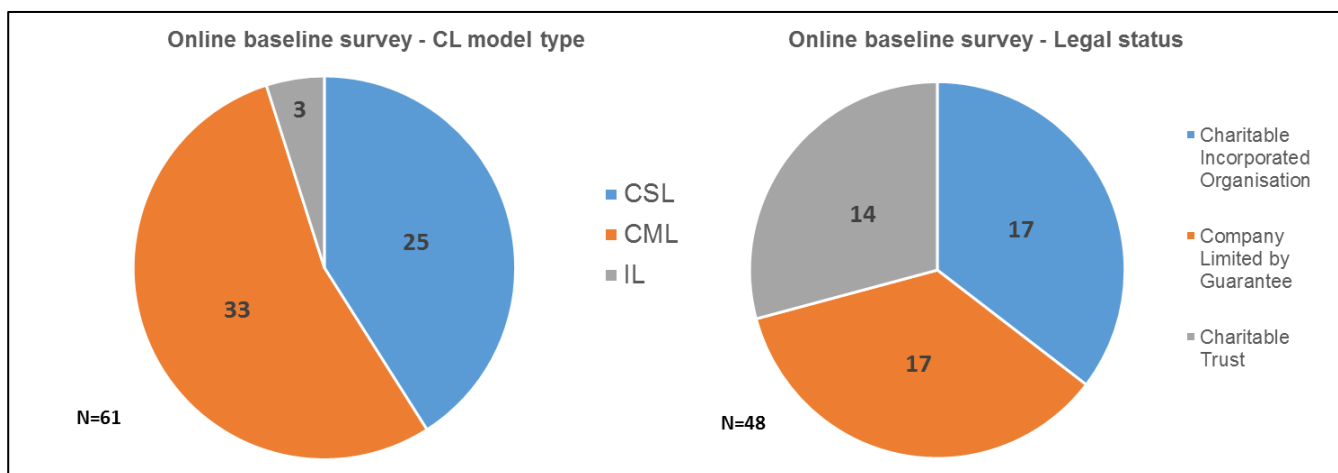Plymouth, PL6 8BT

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Table of Charts

Chart 1: Online survey respondents – CL model type and legal status

Online baseline survey - CL model type

- CSL: 25
- CML: 33
- IL: 3

N=61

Online baseline survey - Legal status

- Charitable Incorporated Organisation: 17
- Company Limited by Guarantee: 17
- Charitable Trust: 14

N=48

Chart 2: Core services provided by community supported, community managed, and independent libraries

Services (top to bottom):
- Book loans
- Newspapers/ magazines
- Library service for schools including providing book collections or hosting class visits
- Inter-library loan service
- National programmes e.g. Summer Reading Challenge, Quick Reads, Books on Prescription
- DVD/ CD loans
- Photocopying/ printing
- Wi-Fi
- Computer access

X-axis: Percentage of libraries offering the service (0% to 100%)

Legend:
- Currently offer this service
- Don't currently offer this service
- Plan to offer this service in future

Base: 61 (with exception of book loans n=60; newspapers / magazines n=60; library service for schools n=58; inter-library loan service n=59; DVD / CD loans n=59; wifi n=60)

Chart 3: Enhanced services provided by community supported, community managed, and independent libraries

Horizontal bar chart. X-axis: "Percentage of libraries offering the service" (0% to 100%). Categories from top to bottom: Community events, Parent and baby groups, e.g. rhyme time, Reading groups, Local history archive, E-book loans, Creative groups, E-magazines/newspapers, Digital skills classes or training, Children and young people's groups, Health groups, Job clubs, Language / conversation classes, Business advice, Laptop or tablet loan, Healthy eating / cooking sessions, Toy library.

Legend: ■ Currently offer this service ■ Don't currently offer this service ■ Plan to offer this service in future

Base: 60 (except reading groups n=59; digital skills classes or training n=58; creative groups n=58; parent and baby groups n=58; local history archive n=58; healthy eating / cooking sessions n=57; job clubs n=57; e-book loans n=57; laptop or tablet loan n=56; business advice n=56; children and young people's groups n=56; language / conversation classes n=56; health groups n=55; toy library n=54; e-magazines / newspapers n=53)

Chart 4: Income raising services provided by community supported, community managed, and independent libraries
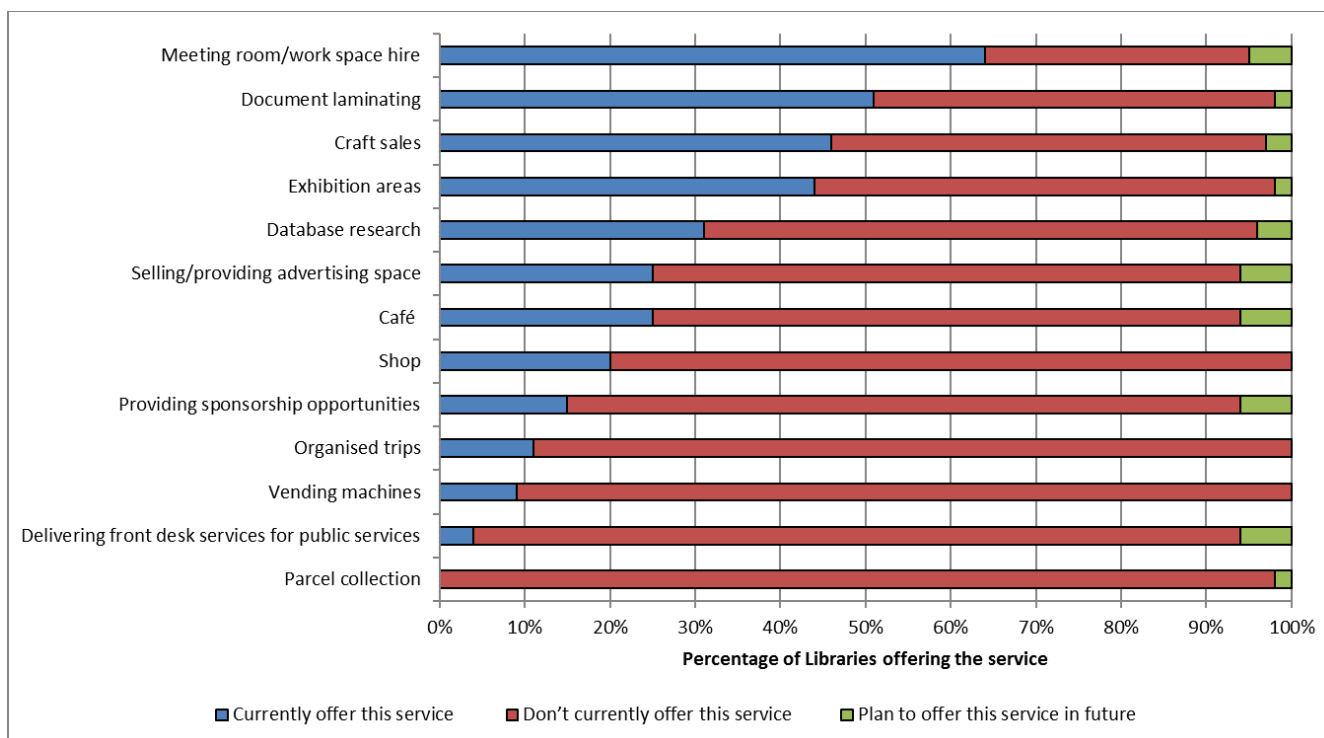
Base: 59 (except craft sales n=57; document laminating n=57; café n=55; shop n=55; selling / providing advertising space n=55; exhibition areas n=55; vending machines n=54; providing sponsorship opportunities n=54; parcel collection n=54; database research n=54; delivering front desk services for public services n=53; organised trips n=53)

Chart 5: Effectiveness of core, enhanced and income raising services as rated by community supported, community managed, and independent libraries[i]
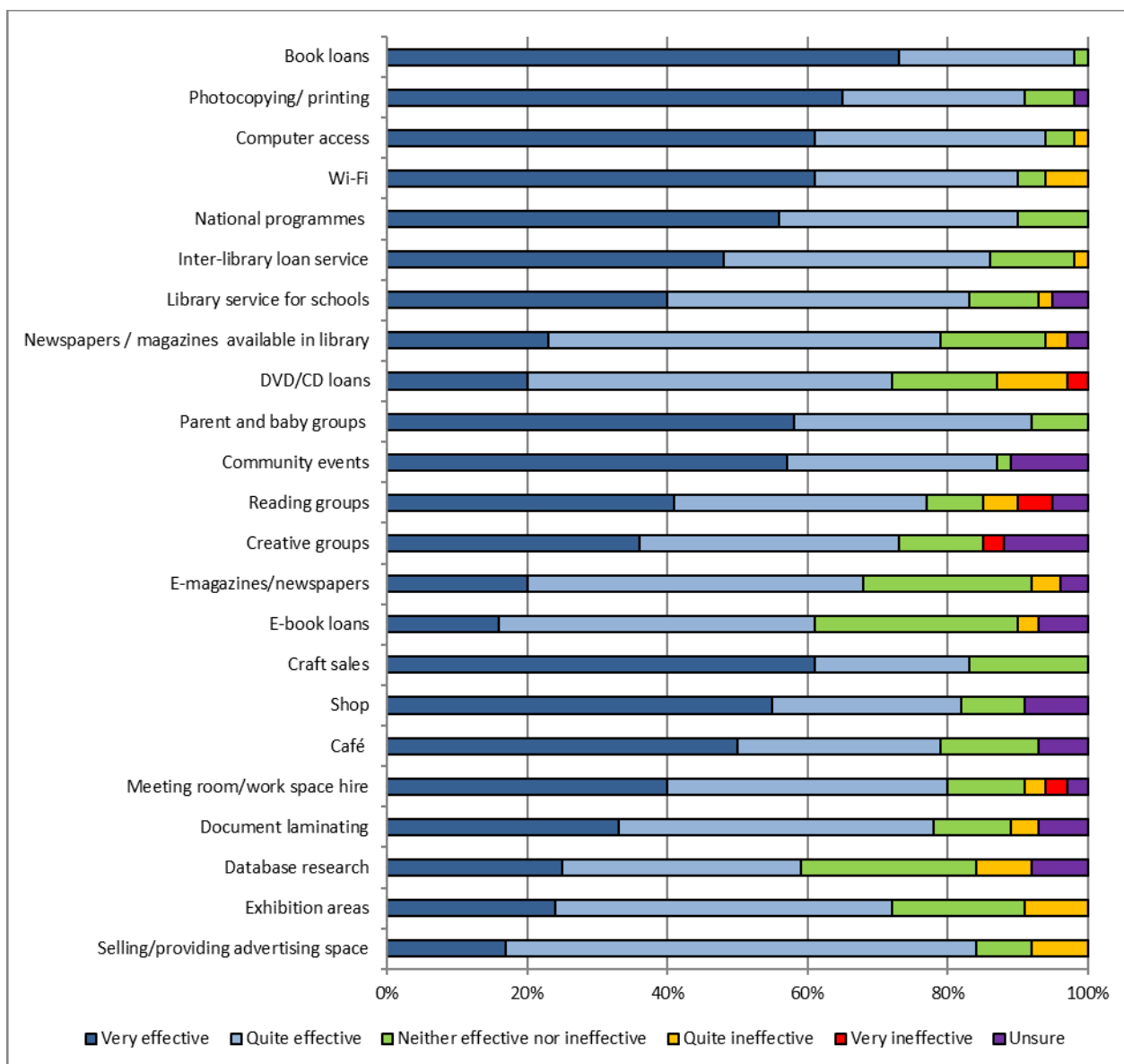
Base: 56 (except photocopying / printing n=54; computer access n=54; wifi n=54; national programmes n=52; inter-library loan service n=42; library service for schools n=42; newspaper s/ magazines available in library n=39; DVD / CD loans n=40; parent and baby groups n=12; community events n=46; reading groups n=39; creative groups n=33; e-magazines / newspapers n=25; e-book loans n=31; craft sales n=23; shop n=11; café n=14; meeting room / work space hire n=35; document laminating n=27; database research n=12; exhibition areas n-21; selling / providing advertising space n=12)

Chart 6: User satisfaction of core, enhanced and income-raising services as rated by community-supported, community-managed, and independent libraries[ii]
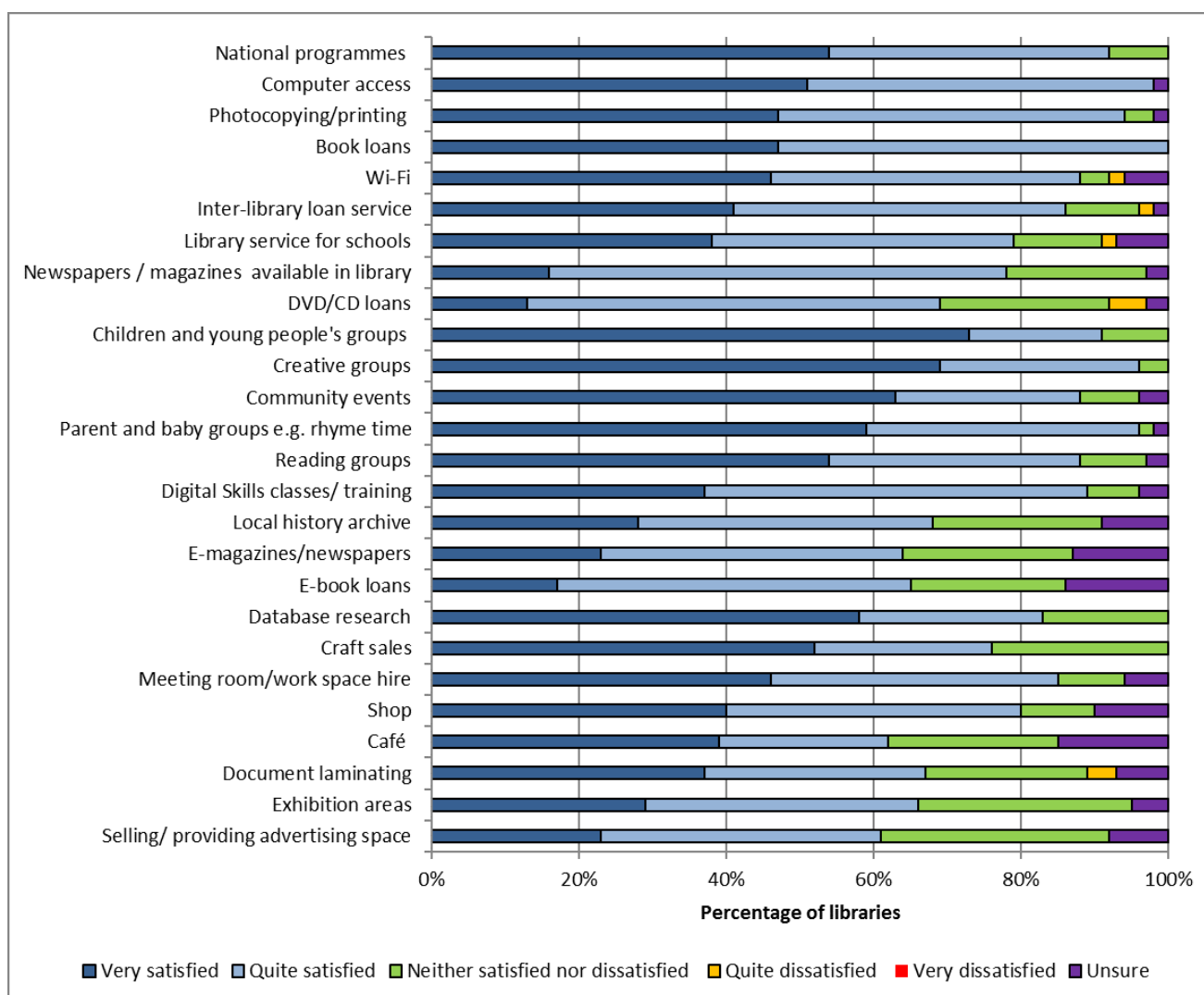
Base: 55 (except national programmes n=52 ; photocopying / printing n=53; wifi n=54; inter-library loan service n=42; library service for schools n=42; newspapers / magazines available in library n=37; DVD / CD loans n=39; Children and young people's groups n=11; creative groups n=26; community events n=48; parent and baby groups n=44; reading groups n=35; digital skills classes / training n=27; local history archive n=35; e-magazines / newspapers n=22; e-book loans n=29; database research n=12; craft sales n=21; meeting room / work space hire n=33; shop n=10; café n=13; document laminating n=27; exhibition areas n=21; selling / providing advertising space n=13)

Chart 7: Barriers to growth reported by community supported, community managed, and independent libraries
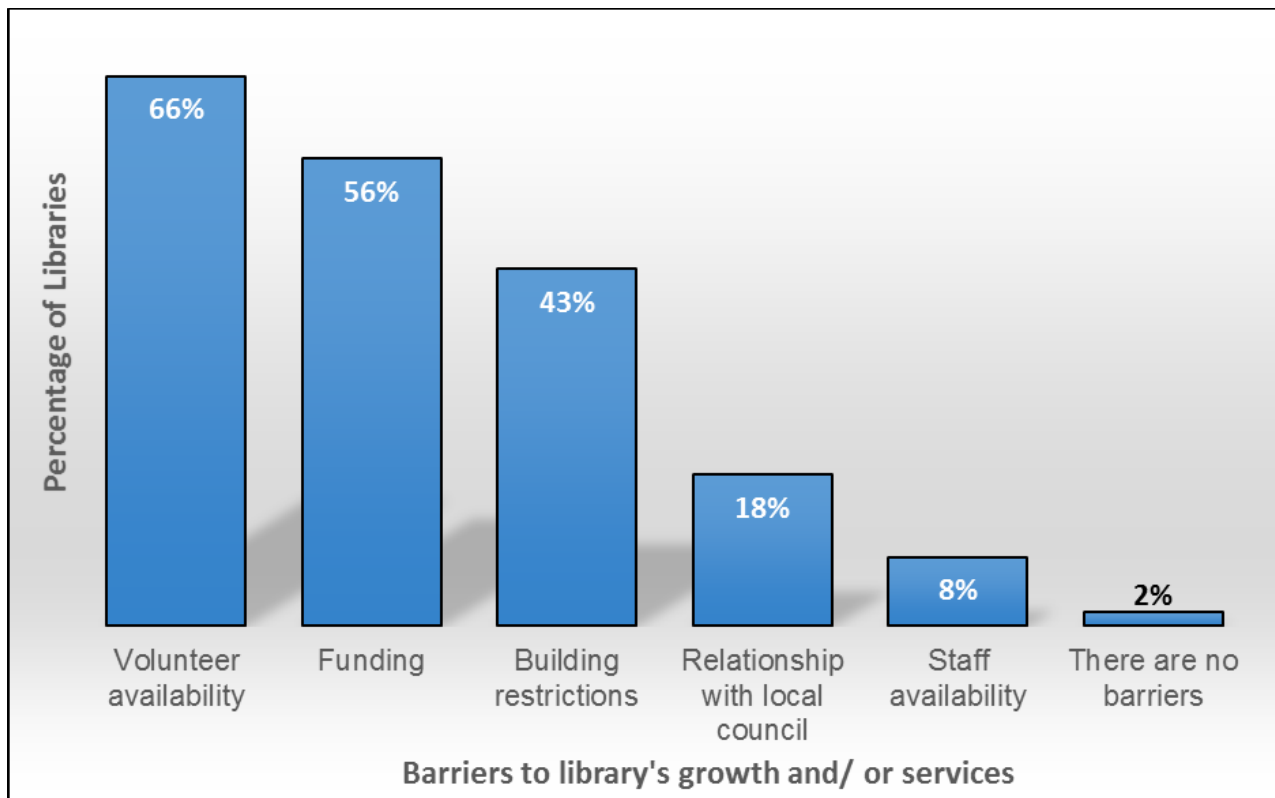
Base: 58 (except volunteer availability n=55; and relationship with local council n=55)

Chart 8: Types of training provided for volunteers reported by community supported, community managed, and independent libraries

Chart showing "Training provided for volunteers":
- Library Management System: 92%
- Health & safety: 70%
- Data protection and copyrighting: 59%
- Customer care: 53%
- Basic IT: 37%
- Use of internet resources: 37%
- Information/database control: 36%
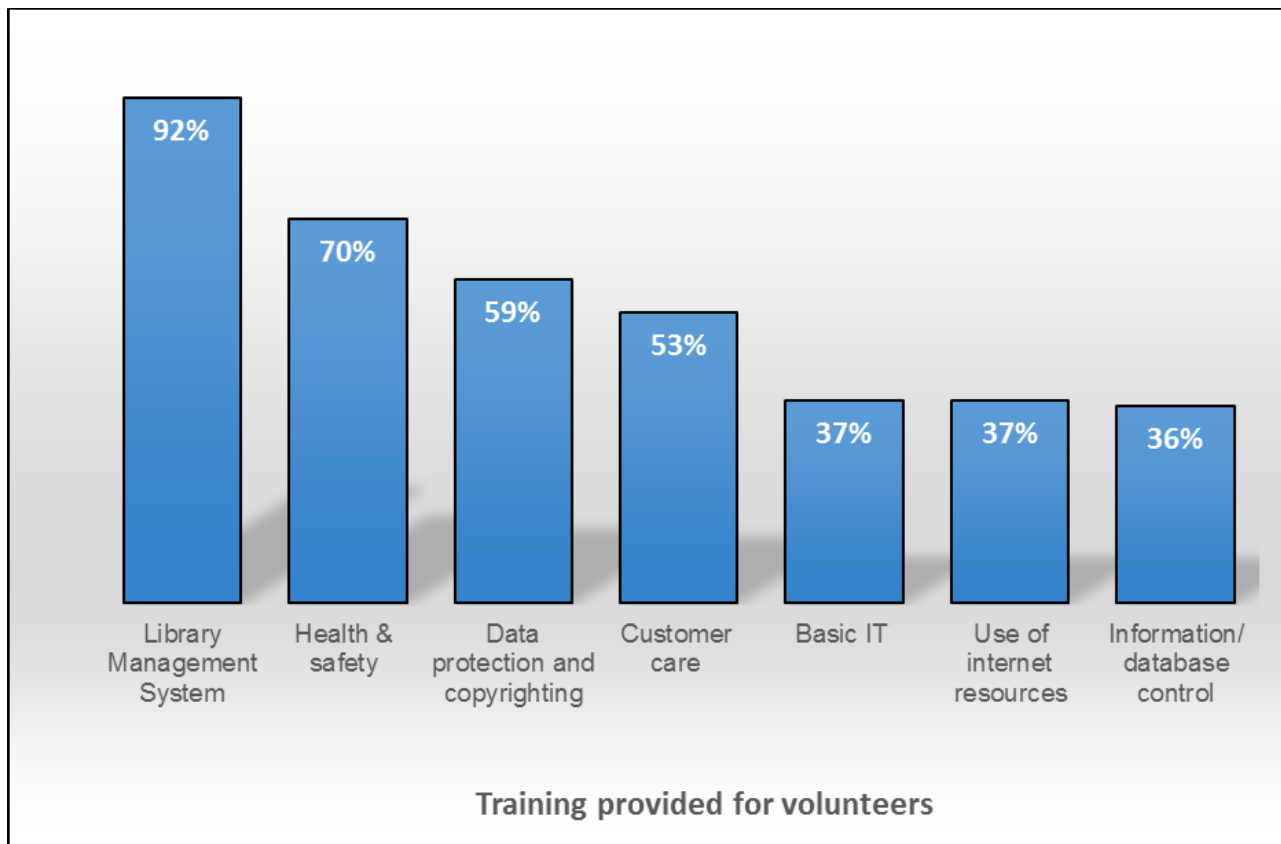
Base: 59

Chart 9: Types of current income generating activities or marketing reported by community supported, community managed, and independent libraries
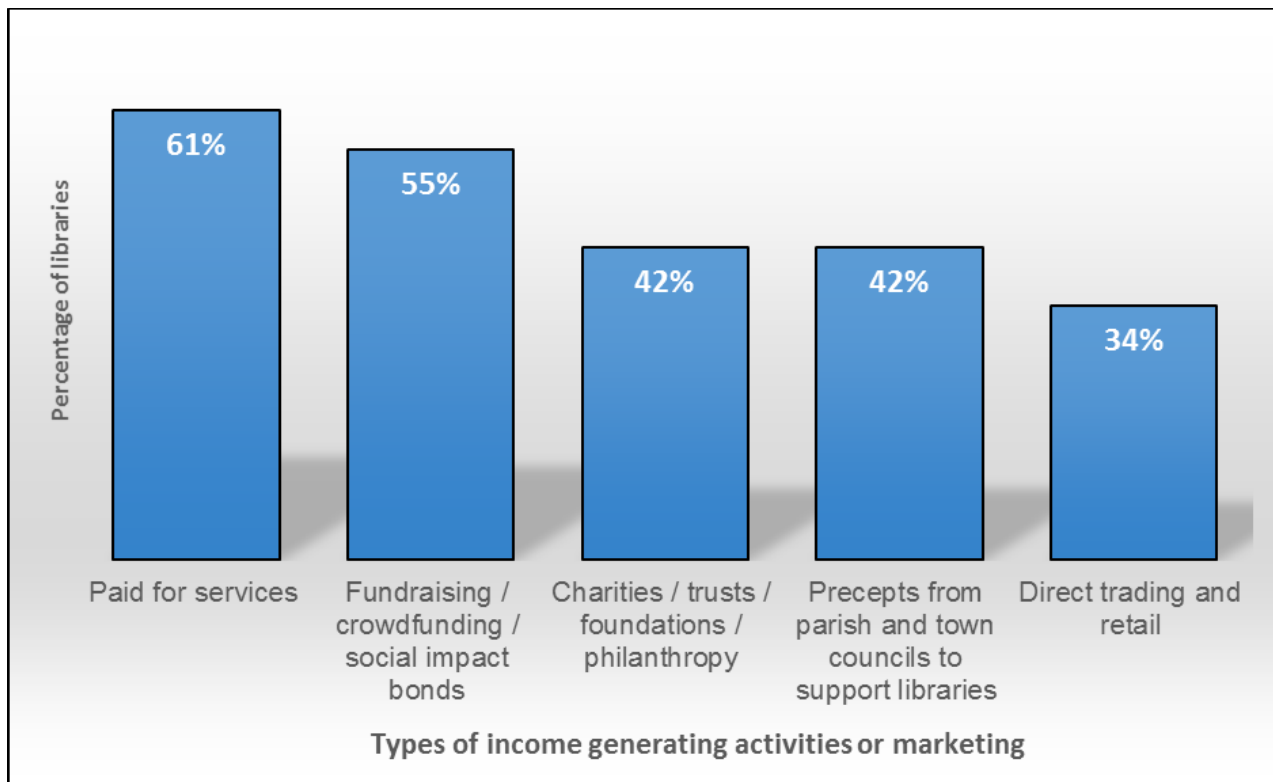
Base: 38

Chart 10: Types of planned income generating activities or marketing reported by community supported, community managed, and independent libraries
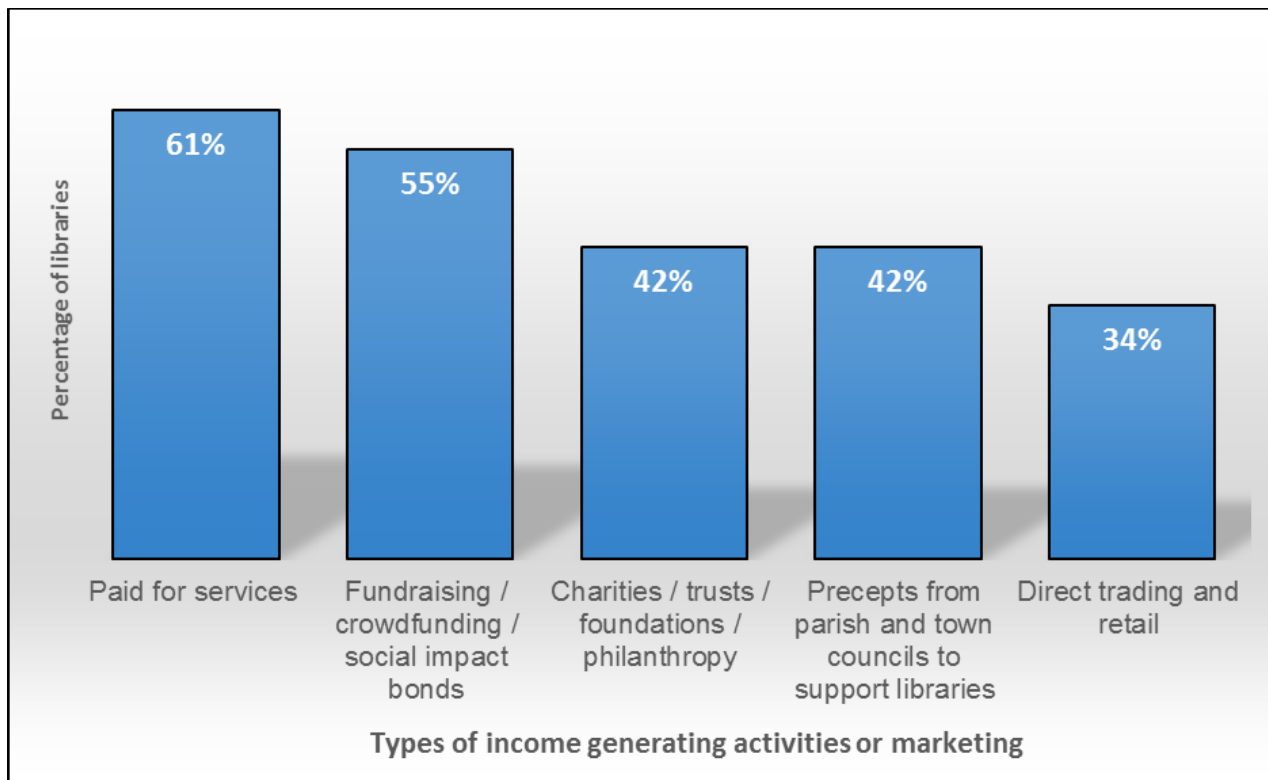
Base: 39

Chart 11: Frequency of library use by service amongst respondents
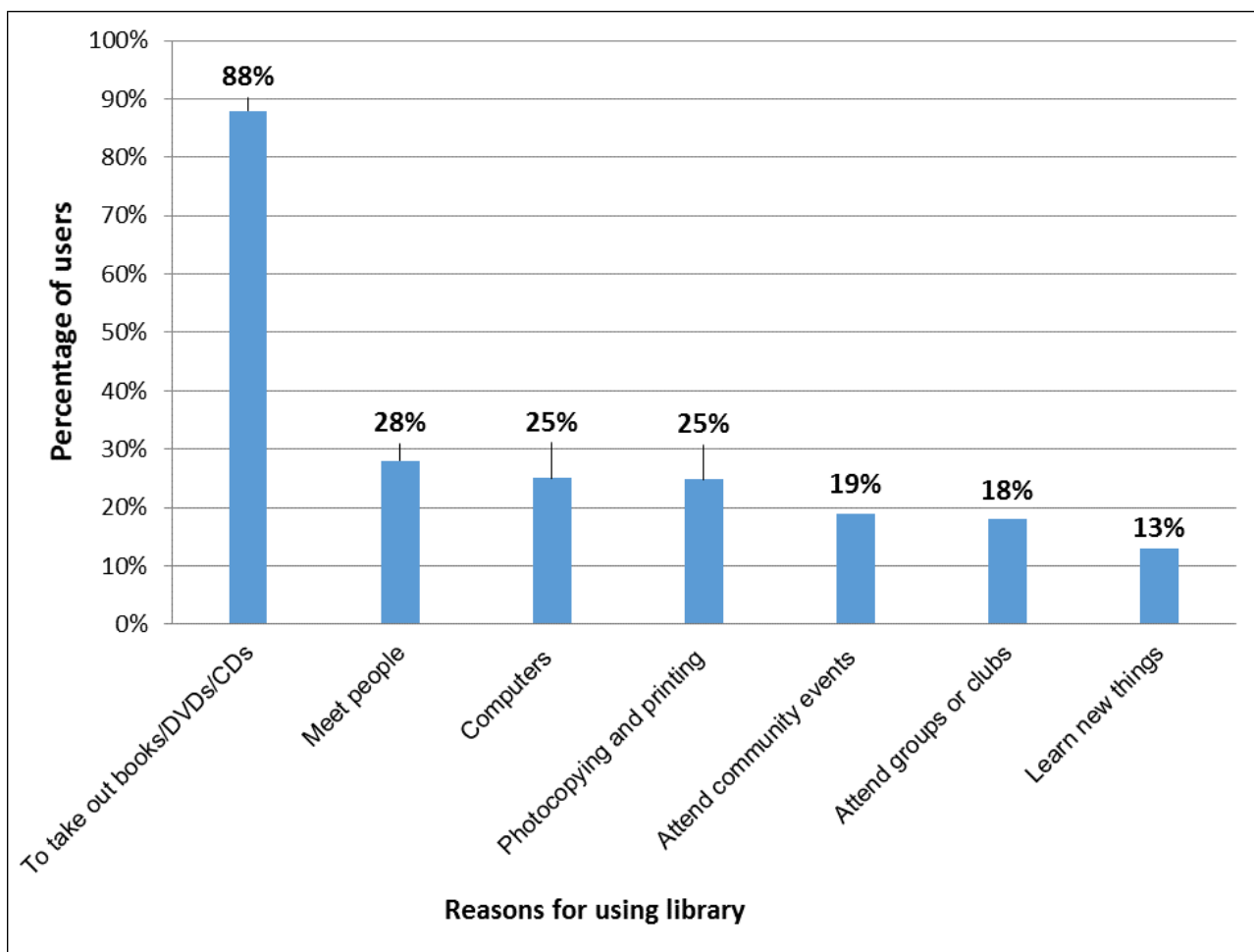
Base: 161 (multiple response question)

Chart 12: Range of library services accessed by users

Legend: Currently use (blue), Previously used (red), Plan to use (green), Do not use (purple)

Categories (top to bottom): Book loans, Booksale, Interlibrary loan service, Newspapers/magazines, Photocopying/printing, Computer access, Christmas readings, WiFi, Local org group meetings, Knitting class, E_bookloans, Local history archive, Shop, Quiz events, Meetingroom hire, DVD/CD loans, National programmes, Cafe, Creative groups, Document laminating, Exhibition areas, Laptop/tablet loan, E_magazines/newspapers, Language classes, Reading groups, 121 drop in IT support, Digital skills classes, Organised trips, Health groups, Parent baby groups, Community events, Library service for schools, Craft sales, Camera club, Data base research, Jobclubs

Base: 161 (except job clubs=20, data base research= 44, camera club= 31, craft sales= 63, library service for schools= 121, community events= 118, parent baby groups= 133, health groups= 79,

organised trips= 31, digital skills classes= 76, 121 drop in IT support= 43, reading groups= 53, language groups= 51, e-magazines / newspapers=25, laptop / tablet loan=23, exhibition areas=79, document laminating=59, creative groups=63, café=54, national programmes=130, DVD / CD loans=116, meeting room hire=90, quiz events=28, shop=44, local history archive=97, e-book loans=26, knitting class=20, local org group meetings=20, Christmas readings=28, newspapers / magazines=150, inter-library loan service=95, book sale=39)

Chart 13: User importance rating of efficiency of library services
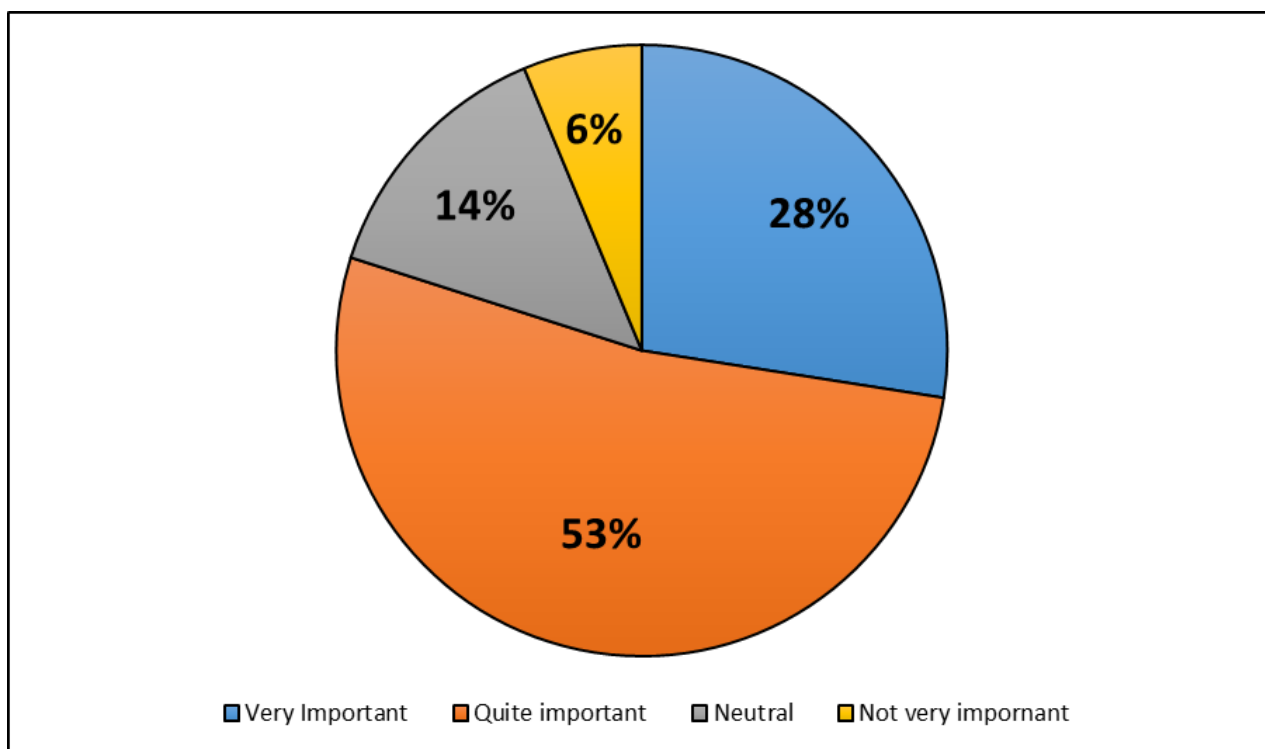
Base: 160

Chart 14: User satisfaction regarding library services[iii]
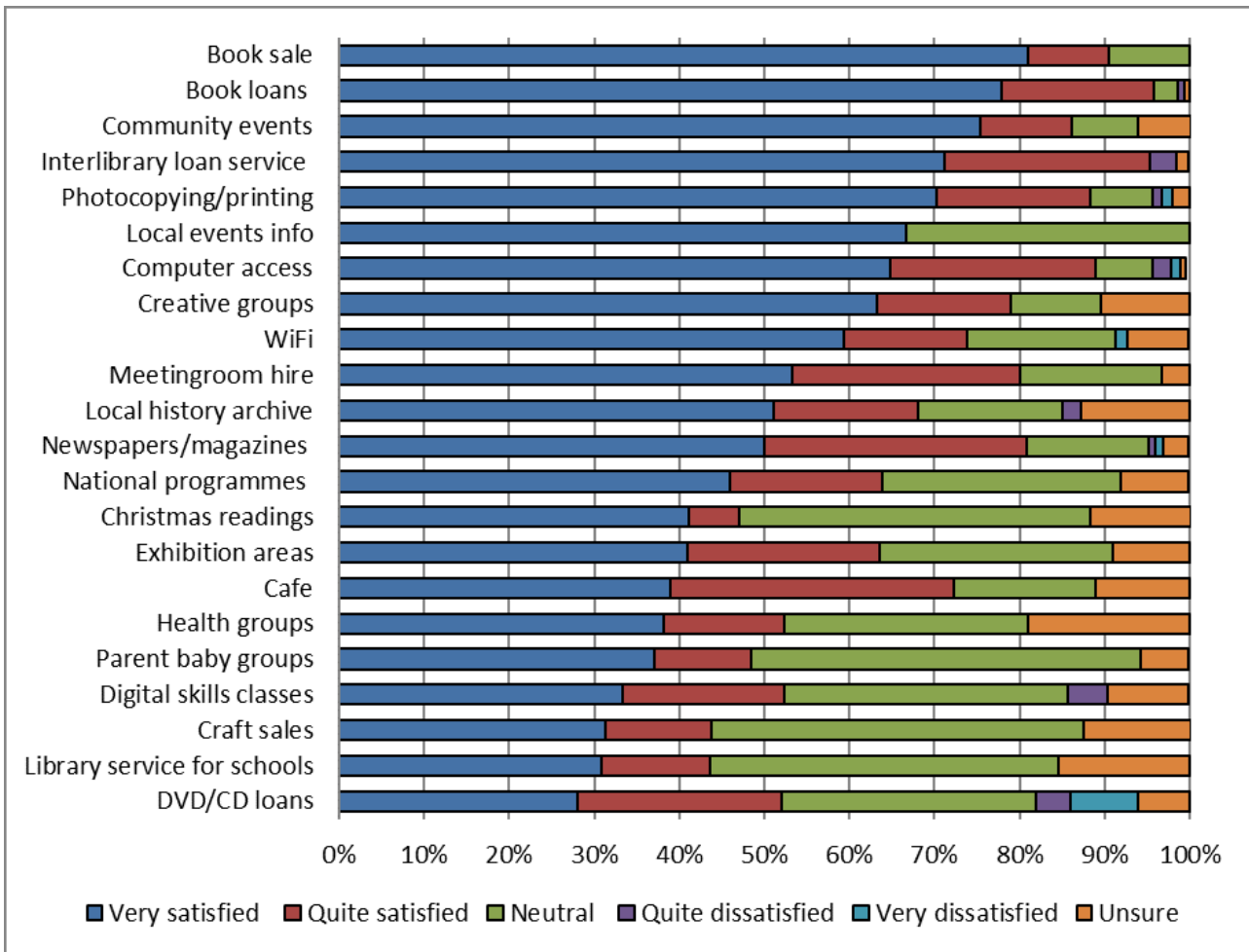
Base: 161 (except; book loans=144, photocopying / printing=92, computer access=91, newspapers / magazines=105, community events=62, inter-library loan service= 66, wifi=65, local history archive=43, national programmes=46, book sale=23, meeting room hire=30, DVD / CD loans=47, parent baby groups=33, creative groups=17, exhibition areas=22, health groups=17, Christmas readings=16, café=22, digital skills classes=22, craft sales=16)

Chart 15: Stakeholder perceptions of CMLs ability to deliver against the '7 Outcomes'[iv]
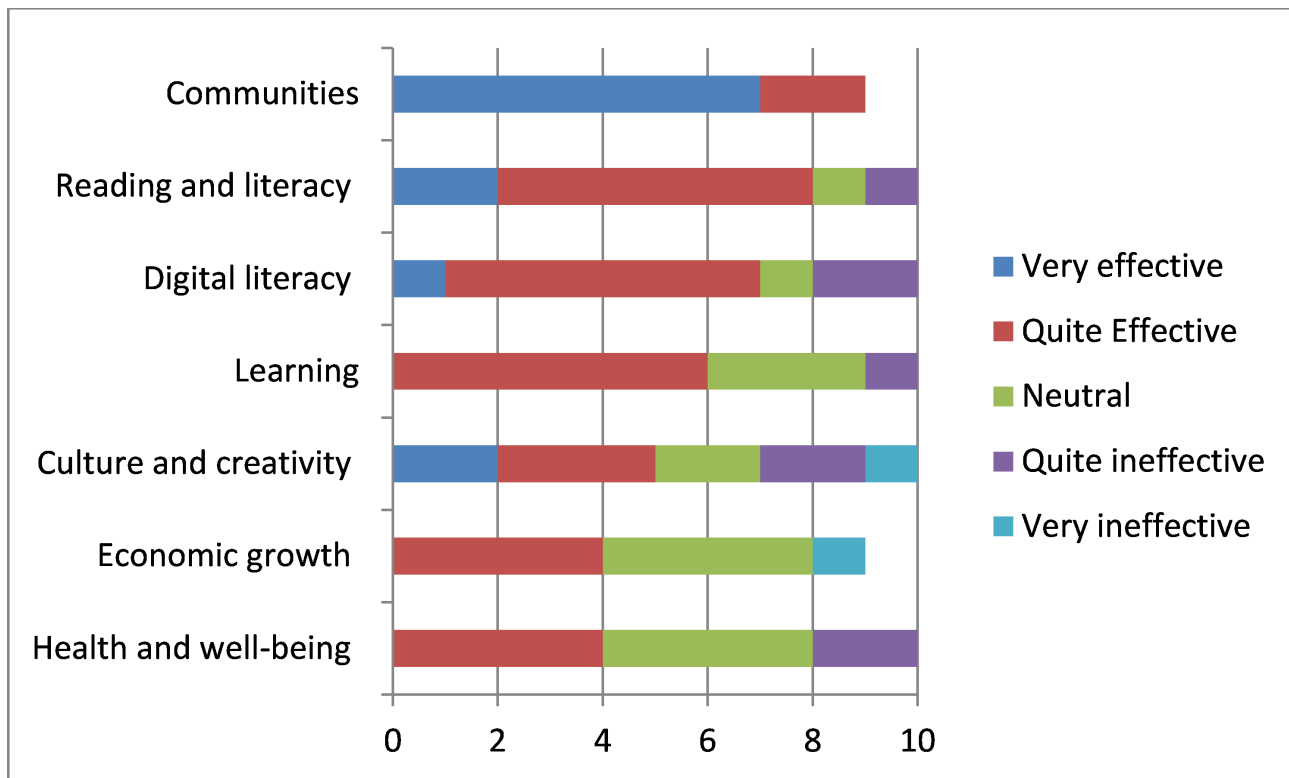
Base: n=10, except 'communities' and 'economic growth' where n=9

Chart 16: Case study location, typology, demographics and library model type [1&2]

Library Model Type	Community Supported
Years established	<1 year
Typology	Town fringe
Area Deprevation	Lower
Resources	Paid staff & volunteers
Local Authority Support	Yes
Statutory Service	Yes
Future funding Planned	Yes

Library Model Type	Community Managed
Years established	>3 years
Typology	Urban
Area Deprevation	Lower
Resources	Volunteers only
Local Authority Support	Yes
Statutory Service	No
Future funding Planned	Yes

Library Model Type	Independent
Years established	>5 years
Typology	Town fringe
Area Deprevation	Lower
Resources	Volunteers only
Local Authority Support	No
Statutory Service	Yes
Future funding Planned	Yes

Library Model Type	Community Managed
Years established	<2 years
Typology	Urban
Area Deprevation	Higher
Resources	Paid staff & volunteers
Local Authority Support	Yes
Statutory Service	Yes
Future funding Planned	Yes

Library Model Type	Community Managed
Years established	<1 year
Typology	Town fringe
Area Deprevation	Higher
Resources	Volunteers only
Local Authority Support	Yes
Statutory Service	Yes
Future funding Planned	Yes

Library Model Type	Community Supported
Years established	>4 years
Typology	Rural
Area Deprevation	Higher
Resources	Volunteers only
Local Authority Support	Yes
Statutory Service	No
Future funding Planned	Yes

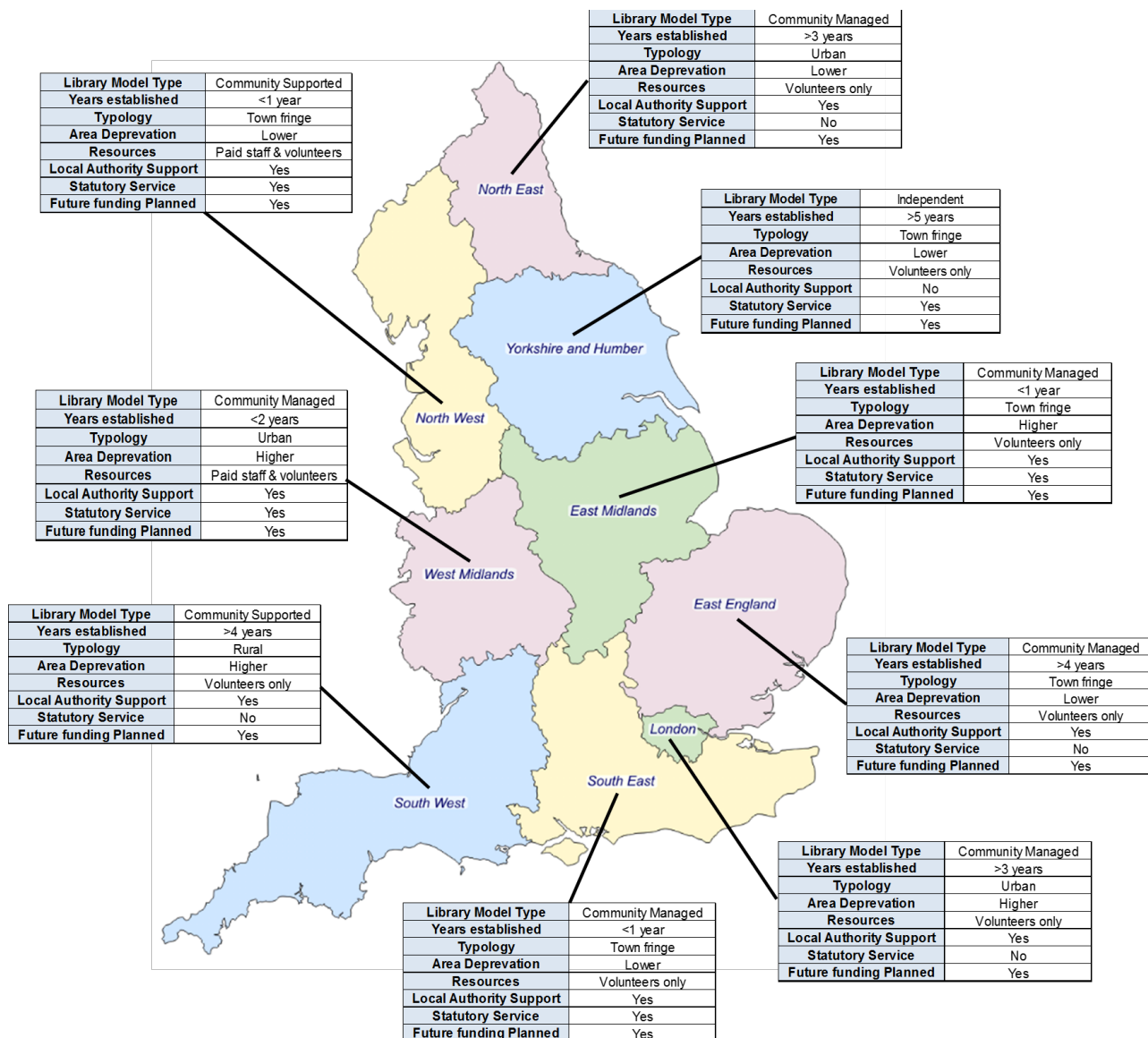| Library Model Type	Community Managed
Years established	>4 years
Typology	Town fringe
Area Deprevation	Lower
Resources	Volunteers only
Local Authority Support	Yes
Statutory Service	No
Future funding Planned	Yes

Library Model Type	Community Managed
Years established	<1 year
Typology	Town fringe
Area Deprevation	Lower
Resources	Volunteers only
Local Authority Support	Yes
Statutory Service	Yes
Future funding Planned	Yes

Library Model Type	Community Managed
Years established	>3 years
Typology	Urban
Area Deprevation	Higher
Resources	Volunteers only
Local Authority Support	Yes
Statutory Service	No
Future funding Planned	Yes

North East

Yorkshire and Humber

North West

East Midlands

West Midlands

East England

South West

London

South East

[1] (Office for National Statistics - Neighbourhood Statistics, 2017)
[2] (Ordnance Survey - Election Maps, 2017)

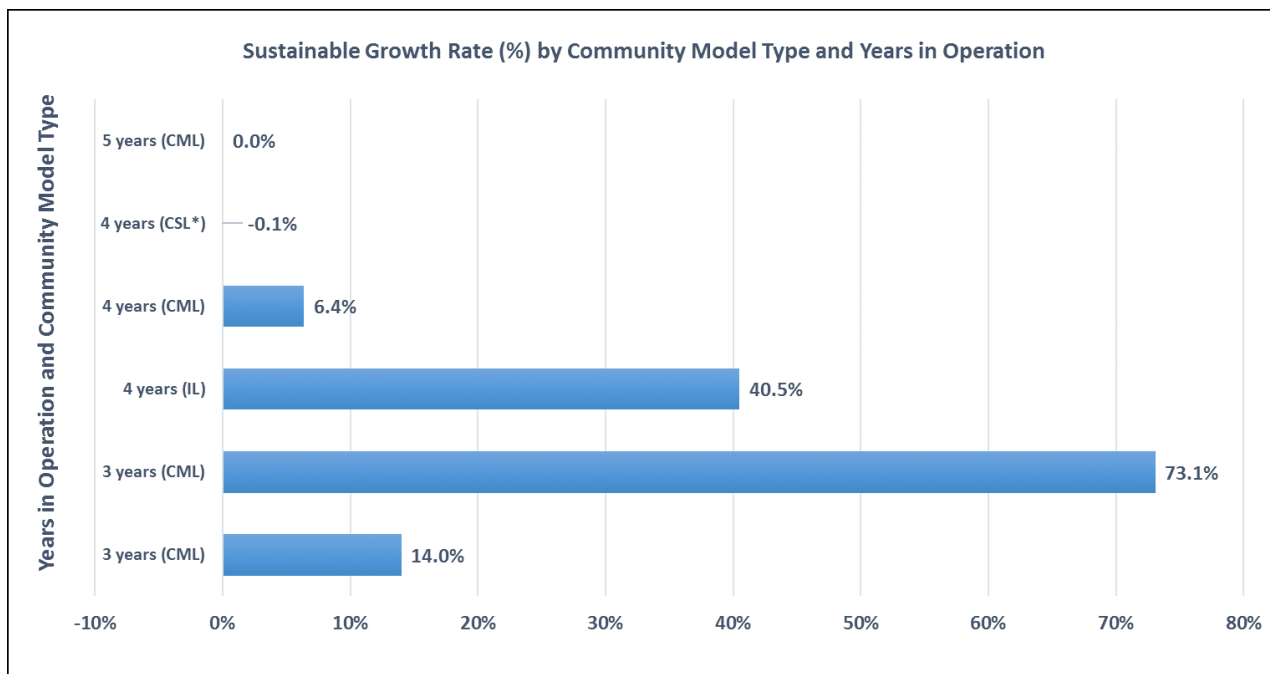## Chart 17: Annual income against expenditure 2015/16 by community library model

Annual income against expenditure 2015/16 by Community Library Model

Base: 32

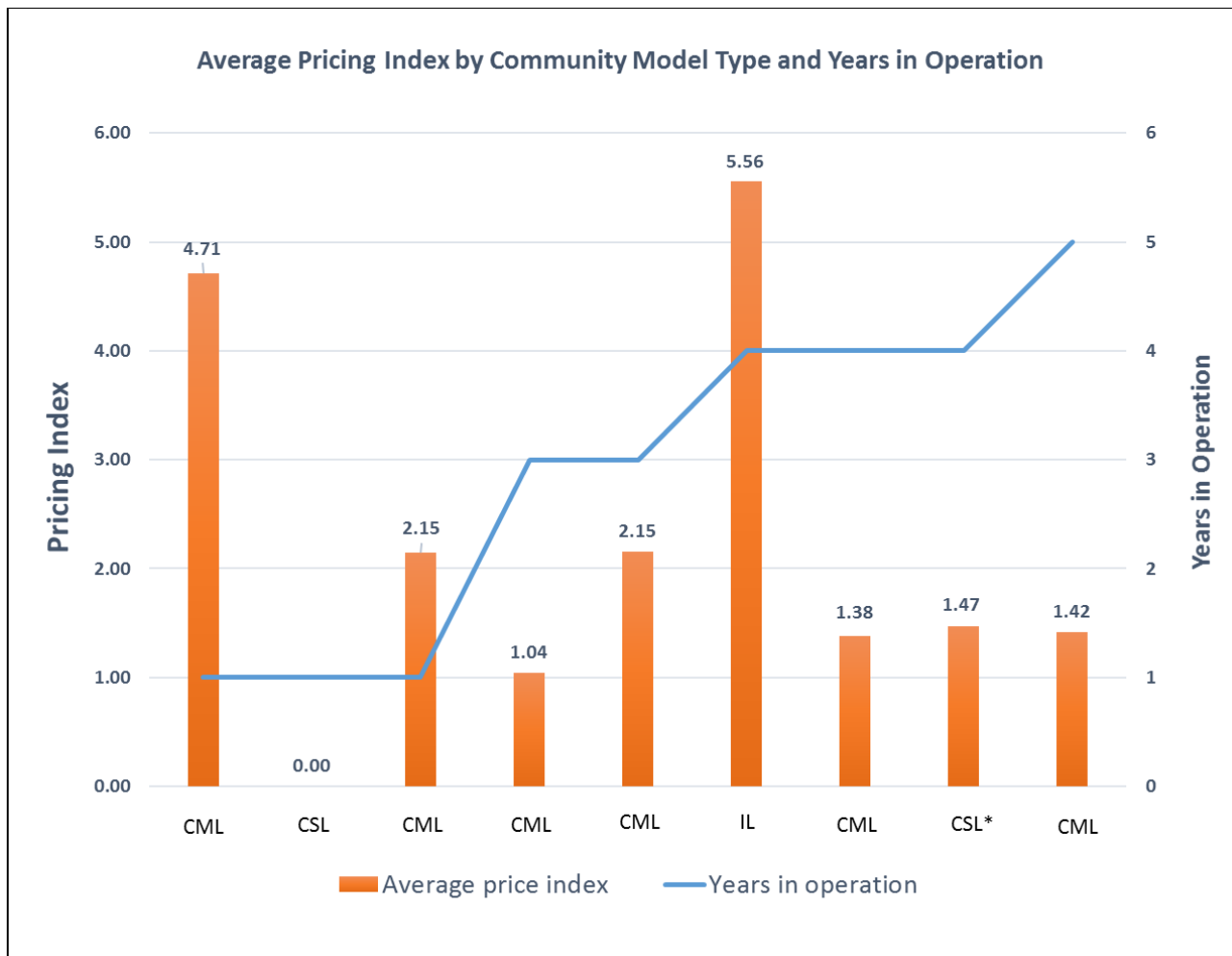## Chart 18: Sustainable growth rate (%) by community model type and years in operation

Sustainable Growth Rate (%) by Community Model Type and Years in Operation

CML: Community Managed Library CSL: Community Supported Library IL: Independent Library

(n=6)

Chart 19: Average pricing index by community model type and years in operation

Average Pricing Index by Community Model Type and Years in Operation

CML: Community Managed Library CSL: Community Supported Library IL: Independent Library

(n=9)

Chart 20: Average operating expense control ratio against community library model and years in operation

Average Operating Expense Control Ratio by Community Model Type and Years in Operation

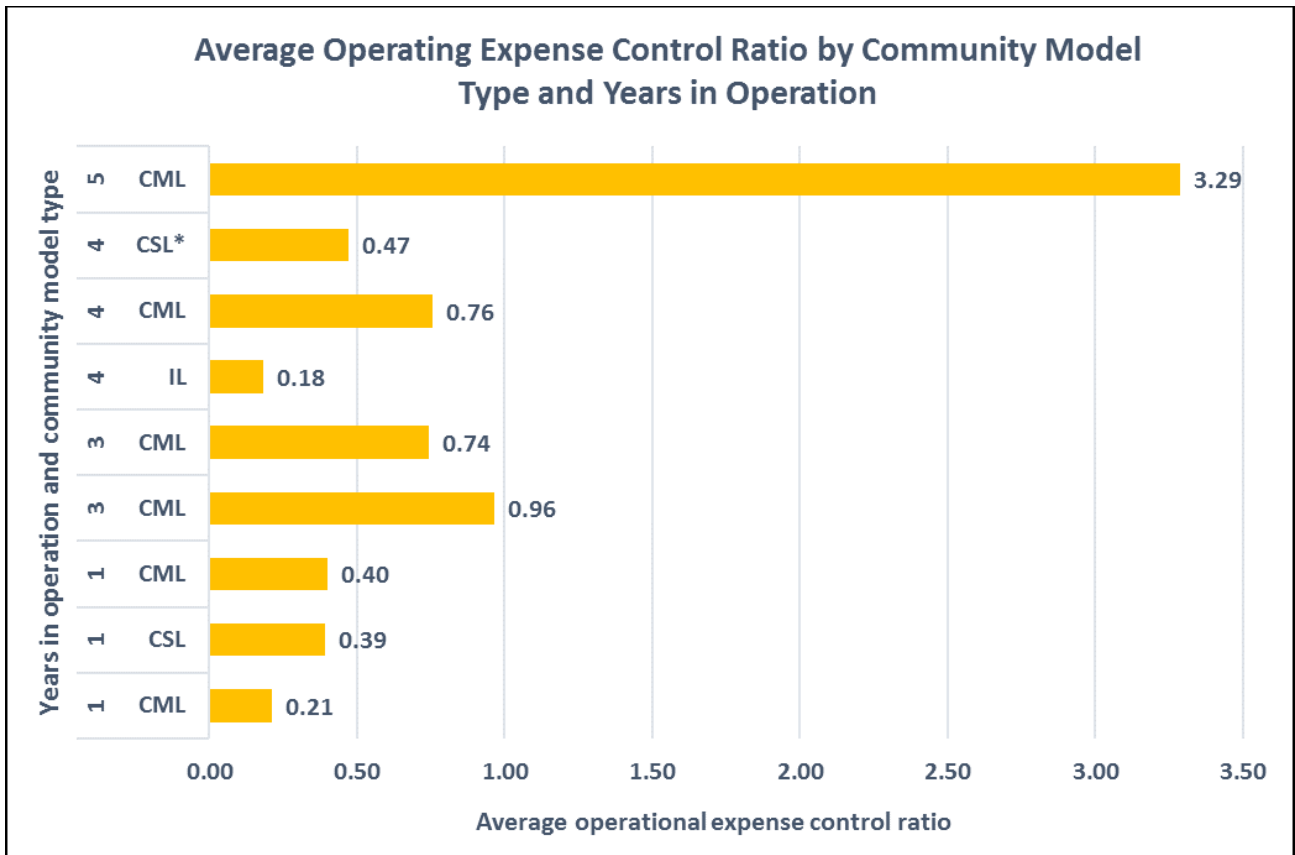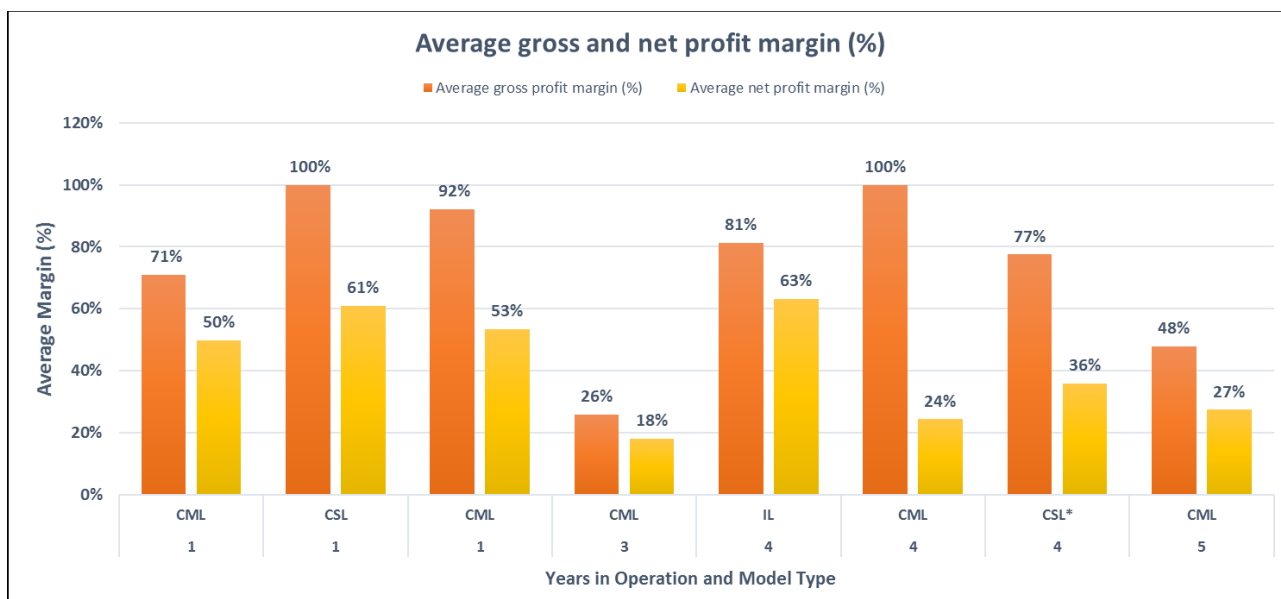CML: Community Managed Library CSL: Community Supported Library IL: Independent Library

(n=9)

Chart 21: Average gross and net profit margin (%) by community library model type and years in operation

Average gross and net profit margin (%)

- Average gross profit margin (%)
- Average net profit margin (%)

Years in Operation and Model Type	Gross	Net
CML 1	71%	50%
CSL 1	100%	61%
CML 1	92%	53%
CML 3	26%	18%
IL 4	81%	63%
CML 4	100%	24%
CSL* 4	77%	36%
CML 5	48%	27%

Y-axis: Average Margin (%), from 0% to 120%

CML: Community Managed Library CSL: Community Supported Library IL: Independent Library

(n=8)

Chart 22: Net cash flow growth/decline (£s) by community library model and years in operation

Net cash flow growth/decline (£'s) by Community Library Model and Years in Operation

	1 year CML	1 year CML	1 year CSL	3 years CML	3 years CML	4 years IL	4 years CML	4 years CSL*	5 years CML
Overall cash position growth/reduction	£8,487.00	£4,588.00	£2,863.38	-£2,966.00	-£33,568.53	£1,244.93	£3,566.00	-£1,224.00	£922.00

- 2013/14
- 2014/15
- 2015/16
- Overall cash position growth/reduction

Y-axis: from -£40,000 to £100,000

CML: Community Managed Library CSL: Community Supported Library IL: Independent Library

(n=9)

Chart 23: Staff / volunteer productivity ratio by community library model and years in operation

Staff/Volunteer Productivity Ratio by Community Library Model and Years in Operation

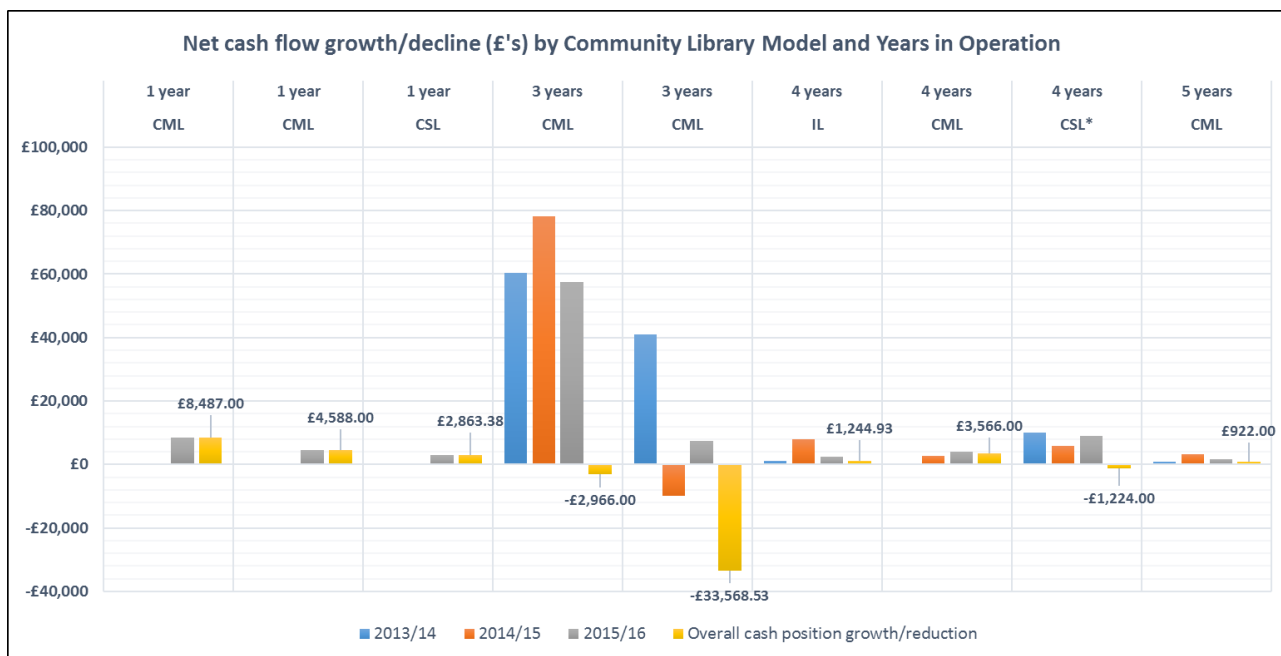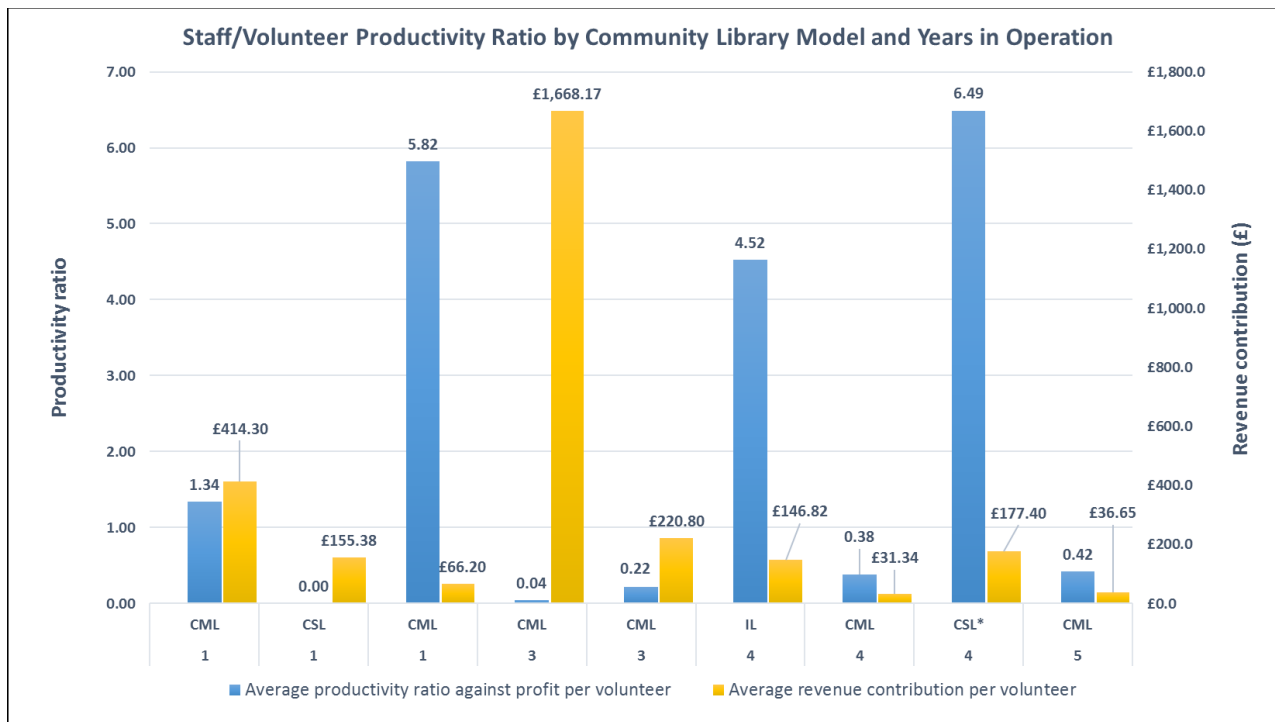CML: Community Managed Library   CSL: Community Supported Library   IL: Independent Library

(n=9)

Endnotes

[i] The income raising services of 'shop', 'café', 'database research', and 'providing advertising space' that were rated as very or quite effective by the highest proportion of libraries are derived from a low base number of responses. Therefore, these findings should be interpreted as indicative rather than representative.

[ii] The income-raising services of 'shop', 'café', and 'database research' that libraries were most likely to report that users were very or quite satisfied with are derived from a low base number of responses. Therefore, these findings should be interpreted as indicative rather than representative.

[iii] The core and enhanced services of 'local events information', 'creative groups', 'book sales', and 'meeting room hire' that the majority of respondents were 'very satisfied' with are derived from a low base number of responses. Therefore, these findings should be interpreted as indicative rather than representative.

[iv] The base for 'Stakeholder perceptions of CMLs ability to deliver against the '7 Outcomes' is low. Therefore, these findings should be interpreted as indicative rather than representative.